

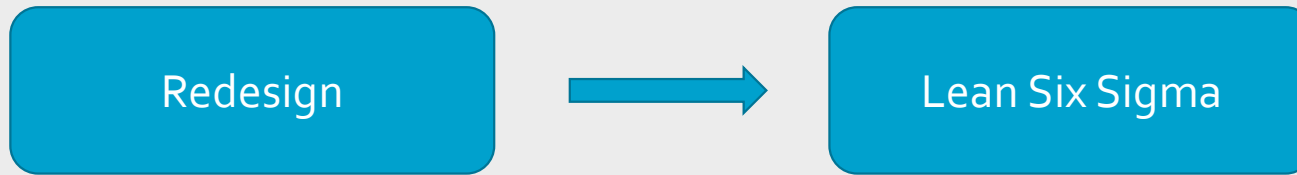
On the road to continuous improvement

Harm Aten



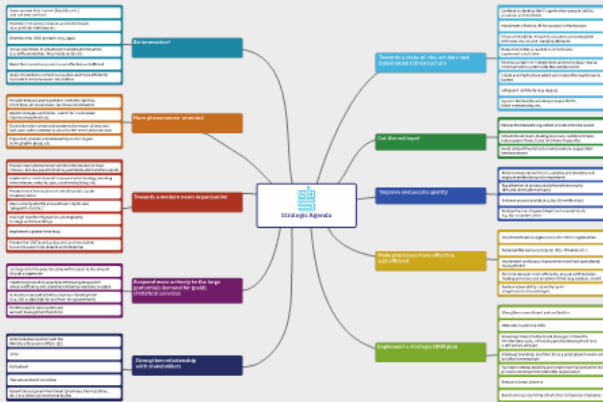
Statistics
Netherlands

Why on the road



- Rapid adaption to new developments/demands
- Quick results, higher frequency
- Improving existing processes
- Less depending on specialists, relying more on knowledge of employees

The objectives of the journey in 2018



Improve and secure quality

- Reduce measurement errors, updates and revisions and improve methodological competence
- Pay attention to privacy and information security (BIR and certification privacy)
- Enhance process quality (e.g. by ISO certification)
- Reduce the use of spreadsheets and manual work, e.g. by computerisation

Make processes more effective and efficient

- Implement lean six sigma across the entire organisation
- Redesign the various processes (RGS, Phoenix, etc.)
- Implement continuous improvement and lean operational management
- Be more decisive: work efficiently, ensure swift decision-making processes and escalate in time (e.g. kanban, scrum)
- Reduce vulnerability caused by spoks (single point of knowledge)

Looking back - successes



Results

Lean Six Sigma

600+ employees trained
150 projects done or doing
35.000 hours efficiency realised
Several improvements in quality
(timeliness, defects, lead time)

Lean Operational Management

950+ employees working with
Lean Operational Management



Effect

More critical assessment of
processes

Visual management

Empowerment of the teams

Increased process and
performance awareness

Looking back - impediments



Reluctance



Lack of initiatives
to improve

Lessons learned



Critical factors to success

- Support and active participation of Director General and Board of Directors
- Show results. In order to be trained: project mandatory
- Dedicated, centralised Black Belt team
- Organisation adopting new method quickly

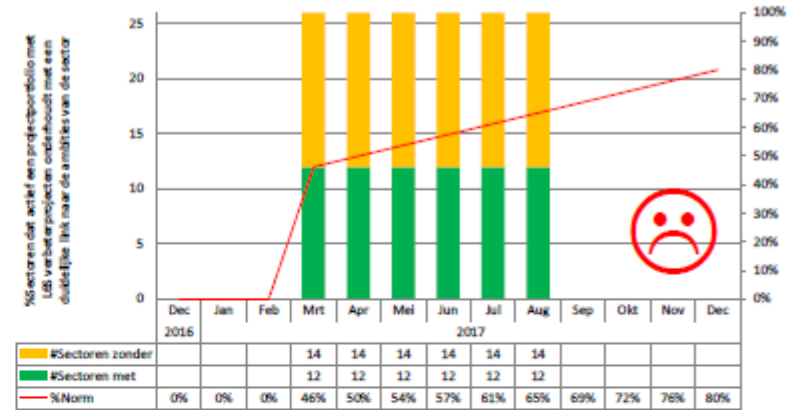


Key Performance Indicators 2017

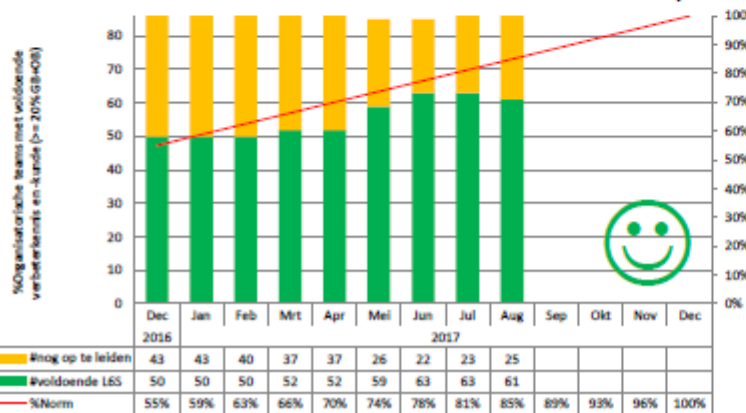
Jaardoel 1: LOM medewerkers >= 1250



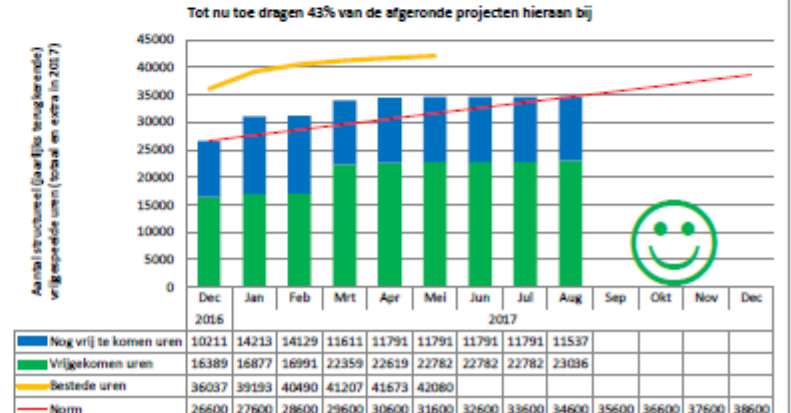
Jaardoel 2: 80% sectoren heeft L6S projectportfolio



Jaardoel 3: 100% teams heeft voldoende L6S kennis/kunde



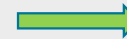
Jaardoel 4: Efficiencywinst >= 12.000 uur



Looking forward - Challenges

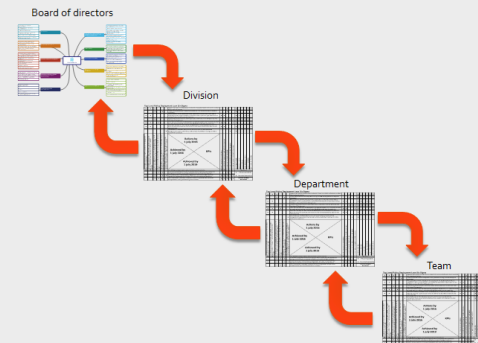


Changing culture
Increasing experience of employees using
Lean Operational Management



Securing achievements into daily operations
Improving project-portfolio

Aligning efforts of entire organisation with
strategic agenda



Request for assistance

- Tips to embed Lean Six Sigma and Lean Operational Management
- Tips to encourage employees to identify potential improvements
- Cascading tips

